

EMERGENCY SERVICES HAWK

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To Be Ready, Responsive, and Relevant

SEMPER VI

The Perception of Effective Leadership

A common misconception is that leaders are born as leaders. Contrary to that, it is now thought that leadership can be learned. To understand how leadership skills can be learned, you must first recognize common leadership traits shared by many of contemporary and historic leaders. Most effective leaders share many of the following traits:

- Effective leaders are visionary and can convince others that their cause is right and worth the effort. Good leaders communicate a vision in terms of reality; where we have been, where we are now, where we need to be, and how we are going to get there.
- Effective leaders clearly define the mission, setting firm but realistic deadlines for accomplishment. Good leaders empower their followers in the decision making once the goals have been set.
- Effective leaders recognize the strengths, weaknesses and capabilities of their followers. Good leaders delegate tasks to those who are capable of accomplishing them.
- Effective leaders emphasize the accomplishments of others. Followers need acknowledgement of their contributions and the praise they deserve. Good leaders will identify the skills of the followers, putting the followers importance above their own.
- Effective leaders treat others as they wish to be treated. Few people will support a self-centered and abusive leader.
- Effective leaders do not try to demean or alienate their followers. The rule of praise in public and criticize in private is sound advice. Good leaders will need honest feedback, and that will only happen if there is a spirit of open, and honest respect.
- Effective leaders are intent on learning new things and gaining new insight for their knowledge base. Good leaders never rest on their laurels. They will admit what they do not know, but will look for a means to determine how to learn more.
- Effective leaders look to the follower asking the questions, to provide potential answers. Good leaders enact a spirit of self-sufficiency and sound judgment, by having the followers invest in their own ability to solve problems.
- Effective leaders admit to mistakes or errors in judgment. Good leaders do not take issue with accepting blame or recognizing they were wrong.
- Effective leaders look to the bottom line, allowing details to be monitored by those who have been delegated to task to do so.
- Effective leaders celebrate success and accomplishments. Good leaders will examine the accomplishments both good and bad, and celebrate the good. They know that progress within their vision must be celebrated to keep morale and commitment high.
- Effective leaders make trust a key component of their vision. Good leaders are candid, truthful, consistent, and positive. They remain true to themselves and are open to others who are loyal to the cause.

ALCYONEUS NOW

Building a Disaster Supplies Kit

Disasters can happen at anytime and anywhere, and there is usually little advance notice for preparations. Whereas a hazardous materials spill or out of control fire could mean instant evacuation, a severe winter storm could require you and your family to 'shelter in place'. Following a disaster, emergency responders will be on site, but they cannot be everywhere to help everyone at once. There is a good chance that an appropriate emergency response may take many hours to many days to get to you and your family. The best way to cope with a disaster is before it happens. The best way is to build a disaster supplies kit. A well-stocked disaster supplies kit can be used to be put into your vehicle for an emergency evacuation, or to provide comfort to your family while sheltering in place.

Your primary needs following a disaster will be; water, food, first-aid supplies/medicine, clothing, bedding, tools, and special items. Not all of your primary need items will be able to be carried in one easy-to- carry container.

- **Water-** It is difficult to store water for any length of time, but you can keep many clean plastic containers (ex. soft drink bottles, gallon jugs, picnic thermos). When a disaster strikes, and there is time to do so, quickly fill those water containers from every water tap you can in the house. Remember that there should be a gallon of water per person per day, and you should prepare for a three-day supply.
- **Food-** Store at least a three-day supply of non-perishable food that requires no refrigeration, cooking or water. Only select those items that are compact and lightweight. For your evacuation food supply, pack away ready-to-eat canned meats, fruits and vegetables.
- **First-Aid Kit-** You should have a kit already in your car, and one in your home. Those kits should contain the following items:

Sterile adhesive bandages (10-20)
Safety pins of varying sizes
Cleansing soap
Latex gloves
2x2 sterile gauze pads (4-6)
4x4 sterile gauze pads (4-6)
Triangular bandages (4-6)
2-inch roller bandage (2-3)
3-inch roller bandage (2-3)
Sharp scissors

Tweezers
Needles
Moist towelettes
Antiseptic cream/ointment
Thermometer
Container of petroleum jelly
Hydrogen peroxide
Isopropyl alcohol
Calamine lotion
Hydrocortisone cream/ointment

- **Non-Prescription Drugs:**

Ibuprofen
Acetaminophen
Aspirin
Anti-diarrhea medication

Antacids
Cough suppressant
Decongestant tablets

- **Equipment and Miscellaneous Supplies:**

Battery operated radio/batteries
Flashlight/batteries
Manual can opener

Fire extinguisher
Pliers
Screwdriver

Masking tape
Duct tape
Electrical tape
Scissors
Knife
Waterproof matches
Aluminum foil
Non-sparking shut-off wrench
Whistle

Plastic sheeting
Bath towels
Blankets
Needle and thread
Paper/pencils/pens
Plastic garbage bags
Sanitation supplies
Chlorine bleach

- Personal Use Items:

Prescription medications
Personal hygiene items
Games

Reading material
Telephone book

Your Disaster Supplies Kit should be stored in a convenient place that is accessible to all family members. All items should be stored in airtight plastic bags. Every six months, inspect the contents of your kit for damage. Those items that should be replaced every six months are food items, medication, and batteries. Contact your personal physician about the storage of your prescription medications.

IN THE RED ZONE

How We Lose Heat to the Environment

Heat is required and produced at the cellular level. The environment acts as either a heating or cooling force on the body. The body must be able to generate, retain, and discharge heat depending on the body activity and the environmental temperature. The optimum temperature for the body's chemical reactions to take place is 98.6 degrees F. The body functions well in temperatures ± 2 degrees of that, with cellular chemical reactions failing as the body temperature approaches 95 degrees on the low side and 105 degrees on the high side. The body regulates this temperature in various ways to ensure optimum cellular chemical reactions to sustain life:

Radiation- Heat loss to the environment due to a temperature gradient when the temperature is below 98.6 F. The main factors of loss are the surface area and the temperature gradient.

Conduction- Heat loss through direct contact between objects via a molecular transference of heat energy based on the density of the objects. Water conducts heat away from the body 25 times faster than air, and steel conducts heat away faster than water.

Convection- Heat loss from one of the objects in motion, where molecules against the surface are heated, move away, and are replaced by new molecules which are also heated. The convective rate for the heat loss depends on the density of the moving substance and the velocity of the moving substance. Wind chill is an example of convective heat loss. Flowing water over the skin can remove more heat than the same velocity of air.

Evaporation- Heat loss from converting water as a liquid to a gas through sweating (body response to remove excess heat), perspiration (body's need to maintain skin humidity at 70%), and respiration (air entering the lungs is exhaled with an extremely high moisture content).

Fluid Loss- There is a strong connection between fluid levels, fluid loss, and heat loss. As the body moisture is lost through various evaporative processes, the fluid reduction can lead to dehydration, which makes the body more susceptible to hypothermia and other cold injuries.

Vasodilatation- In order to increase heat loss, the blood vessels widen (dilation) to increase the cutaneous blood flow.

Vasoconstriction- In order to decrease heat loss, the blood vessels narrow (constriction) to decrease the cutaneous blood flow.

Shivering- Generating heat through an increase in chemical reactions required for muscle activity, with the ability to increase surface heat production by 500%, but limited to a few hours due to the depletion of muscle glucose and the onset of fatigue.

Lowering the body temperature, decreased activity, and proper hydration of the body to prevent fluid loss will control the body temperature when there is too much heat (above 95 degrees F.).

Conserving the heat the body has and replacing the body fuel that is burning to generate that heat will control the body temperature when the environment temperature is too cold.

- Additional layers of dry clothing
- Increase physical activity
- Adequate hydration and fuel (water, and a balance of carbohydrates and protein)
- Additional external heat sources as required

CREW'S CONTROL

The Foundation of Complete Mission Situational Awareness

Mission situational awareness is a focusing on key information that will promote success in completing the mission objective while maintaining a safe environment. Complete mission situational awareness requires the crew or team through their leadership to have access to the following awareness information at all times:

- Crew Awareness- The crew supplies the human element to the mission. It is important to know what the individual and collective capabilities are, and the status of their mental, emotional, and medical well-being.
- Equipment Awareness- The equipment (including the vehicle or aircraft) provides the technical element for the mission. It is important to know what the equipment can do, as well as monitor how well it is performing.
- Weather Awareness- The weather provides the greatest unknown to the mission. It is important to know your location at any given time and how it relates to the location and timing of adverse weather. You need to know what can be expected, where it can be expected and when it can be expected.
- Terrain Awareness- The terrain you are working in, around or above is important for anticipating how you will get from one location to another with limited obstacles, and how you will deal with it in an emergency.
- Location Awareness- Knowing your location at all times as it relates to terrain and weather is paramount for success and a safe operation. It is equally important to know your position as it relates to mission base, support units, traffic congestion, and obstructions from getting safely from one location to another.

THE ACE FACTOR

Are You a Techno-Nerd?

Beverly J. Davis, an Associate Professor of Organizational Leadership and Supervision for Purdue University's School of Technology believes that people all too often fall victim to 'technoism'. According to Professor Davis, technoism is the tendency to blindly purchase or use new technology devices out of a fear of being labeled old fashioned or just 'having to have the latest and greatest', instead of having a real need to use it. It is no longer the fear of technology.

Our tendency now is to blindly comply with the purchases and use of technology advances, whether we really need them or not. We purchase and then use the new technology because it is available, rarely asking if there is a definite need for it. The techno-nerds thrive on having the latest and greatest, not caring what they just replaced was still viable and more than adequately did the job.

Take the 'techno-nerd' self-assessment to see how you rate as a techno-nerd, to see how you can be helped.

1. List the last five technological gadgets or tools you have purchased in the top row of the self-assessment.
2. For each technological gadget, give yourself a point for every 'yes' answer for the questions listed.
3. Total your points at the bottom and across for your final score.
4. Discover if you are a victim of technoism by reading the assessment results at the end.

List Last Five Technology Purchases	1	2	3	4	5
You purchased it....					
to keep up with technology or other people					
but have never used it or learned how to use it fully					
to manage other technology you already own					
because you felt pressured by some else to buy it					
as an impulse and regret it now					
and got rid of it within two years					
but do not understand the instructions and gave up (add another point if you did not complain to the company)					
to feel important when others see you using it					
and do not understand it, yet ridicule others who do not have it					
because its previous model is now considered outdated (add another point if you did not complain to the company about the short life span)					
Totals=					
Grand Total=					

0-20 points: You purchase technology for the right reasons. You just may need to learn how to work with it better and use it more. If you are close to zero, you may have technophobia.

21-49 points: You may be suffering from technoism. Try asking a friend what they think before you rush in to buy the next techno-toy.

50+ points: You are a techno-sales person's dream. Try going on a vacation and leave your gadgets behind. Take control of your life again, and lessen your dependence on electricity.

SURVIVAL SENSE

Sound Advice

One of the primary keys to survival is the need to be located. Most people rely on the visual for a rescue, and ignore until something or somebody is close visually to use the audio. Under the right conditions, a sound can be received at a farther distance than a visual signal. A case in point

would be the sound of a coyote in the night. That eerie sound can arrive at your aural receptors, sounding as if it was within a stone's throw of your position, yet the coyote can be over a mile away and unseen. It can be argued that some visual signals such as a large fire at night can be seen for many miles, extending far beyond any audio signal. That would be correct, but if the conditions were such that a visual signal (such as a big fire) could not be used, an audible signal should be considered. Take a situation such that your vehicle had slipped off a road and into a snow filled ditch or the driveline/transmission failed and you are stuck in the middle of 'nowhere' wondering how long you will be stranded. Or, you are alone in the wilderness with a severely sprained ankle, and are incapable of provide much of a visual target with the trees, brush and terrain surrounding you. In severe temperature extremes such as the cold of winter and the heat of summer, this could be a deadly and long wait. Audible signals should be a part of the game plan in a survival situation.

Audible signals can be in many forms. The obvious to consider is the cell phone, and calling for help. Here is the 4-1-1 on that. The farther you are away from civilization, the less likely you will be to find a 'cell' that serves the area. Or, as a friend of mine in one of the northern plains states says, "it does not take long when you leave the city to have your cell phone switch to 'roaming' for something that is not there". Cell coverage nationwide is getting better all the time, but there is still one last consideration; a cell phone is only as good as the battery it uses. Another thought is the use of a transmitting/receiving radio. However, depending on the radio, it may not have the appropriate range of transmission. It also is only as good as the battery it uses. Then there is the vehicle horn. A blaring car horn can travel a great distance, farther than a human shout. (Keep in mind that shouting for help is exhausting and psychologically disruptive. In a survival situation you need to remain calm, and shouting for help is not calm.) Once again there is the dead battery scenario. Even a vehicle with a dead battery can generate a noise. Lift the hood up and beat it periodically with a stick to generate quite a sound that will travel a great distance. A highly recommended piece of rescue equipment to carry on your person and in your vehicle when traveling in the wilderness is the whistle. A good whistle can be invaluable. It is lightweight, does not require batteries, and can be operated in temperature extremes. It is small and unobtrusive, readily fitting in a pocket, pack, or in the glove compartment of a vehicle. The sound of a shrill whistle sound can be easily heard 600-800 meters away. Whatever sound you choose to send an audible signal, the use of the 'universal distress signal' pattern is important. Any sound grouped in a set of three is universally known to be a distress signal. Make the sound in a group of three, wait a few seconds, then repeat the pattern of three. Continue as this for as long as necessary and conserve your energy.

Any noise that will 'sound' out of the ordinary with a pattern set of three will do quite nicely and can bring about an investigation to your plight. That 'sounds' good to me.

POINT OF CARE

Human Response to Critical Stress (Part 1) - By Major Dennis Pearson, RN (Kansas Wing)

When under stress we only tend to comprehend about 25% of what we are told. We hear the instructions ... the brain just does not register all of the information right away. This puts rescuers in high-risk situations by taking too long to make decisions, making incorrect decisions, having accidents, or experiencing failure. Realistic training, and planned, coordinated responses reduces these negative consequences. Use the Buddy System to evaluate each other for stress. Problems will be discovered and corrected earlier with affected searchers. Give commands/instructions in short and simple sentences. Provide written instructions/briefings as much as possible. Do not assume rescuers wrote down or will remember what you just told them.

Conduct debriefings in quiet areas. Use a Moral Leadership Officer, Mission Chaplain, or Medical Unit personnel to assess teams during debriefings for early signs and symptoms of Critical Incident Stress. As much as possible, rest areas should be free of distractions and noise. If possible, keep them away from a busy Mission Base. Avoid large open hangars for sleep areas because echoes will keep people awake for a long time. While rescuers wait, play background music to help them relax. During periods of stress, start with fast paced music – marches are the

best. Avoid hard rock, and country music with depressing lyrics. If you try playing slower paced music while under high stress, they will feel frustration, not know why, and their anxiety will climb higher. Gradually change the pace of the music until it is about 70 bpm (beats per minute) with easy listening, new age, or classical music. If you want to sleep well, play music between 50-70 bpm. Have books to read and board games available for rescuers to play during down time. The “adrenaline rush” will gradually slow, and allow them to finally rest. At a camp or base, plan to bring sports equipment for members to play games with. Such exercise is playful, and a stress reliever.

On a mission, leave weight-loss diets at home. Consume a minimum of 3-3.5 liters/day of milk, water, or juice. 70% of Americans are considered to be mildly dehydrated. Dehydration will reduce muscle efficiency by about 50%, and mental functioning is reduced between 50-52%. All of this contributes to an accumulation of stress. It is no wonder we have a high incidence of near-accidents during training and actual missions. Carry quick energy foods for those real stressful periods. Better yet, eat at least 4-6 small meals, which are well balanced. Include more fats and carbohydrates in your meals so they can be broken down gradually over several hours, providing the energy that muscle and minds require over a long period of time. This will slow down fatigue and make our bodies more efficient. Fatigue also contributes to an accumulation of stress.

The biggest problems with all missions, and rescuers from any mutual aid agency, are fatigue and sleep deprivation. Did you know that on large and long missions, the average true and restful sleep time is less than 60 minutes? The average rescuer has been awake at least 14-21 hours before trying to go to sleep? This will be discussed in the next issue.

MISSION READY

Incident Command Leadership Competencies

Within any mission, the incident command staff must face many challenges with the measured and quick response of a professional. All members of an incident command staff have core leadership competencies that must be addressed throughout the scope of the mission. The more staff leadership behavior meets the challenge, the more likely the mission will be successful:

- Development and Implementation of Vision- establish and clearly communicate objective
 - Initiate plans of action and provide systems support to achieve goals
- Internal and External Customer Focus- actively seek suggestions for improvement and encourage it in others
 - Ensure the customer’s needs are met
- Decision-making and Problem-solving- learn to evaluate risks and provide options
 - Involve others in the decisions that may affect them
- Manage the Resources- match appropriate tasks with the right team
 - Ensure the proper equipment is available for the assigned tasks
- Conflict Management- encourage open and honest communication
 - Confront conflict in a way that will minimize impact on the operation
- Performance Appraisal- promote feedback with subordinate units
 - Spell out performance expectations to all units
- Improve the Process- evaluate progress and be prepared to adjust systems

- Use goals to monitor progress
- Monitor Performance- acknowledge solid effort and successful performance
 - Support personnel in training

Effective Incident Command Leadership involves working with highly trained, qualified, and motivated responders, and the ability to positively influence the outcome of a fast changing situation. The Effective Leader will bring personnel, material resources, and requested mission tasks towards one goal, the successful completion of the mission. Positive professional competencies will provide the foundation for this success.

CARRYING THE FIRE

Secret Tips of Successful Websites

If you have surfed the web for information, you have no doubt come across some very good websites, and many more poor websites. If you are presenting your operational information to be available via Internet, you may want to consider the following nine tips for a successful website:

1. Speed Sells- people are in a hurry, and studies have shown that you have between 10-30 seconds to capture your client's attention.
2. Know your Market- know who your customer is and ensure your site caters to their particular needs and reflects their professional preferences.
3. Focus the Site on Your Goal- If you want to offer information, offer information. If you want to promote your service, promote your service.
4. Maintain Credibility- most websites are impersonal, which brings with it certain mistrust. If possible, also provide personal contact information for someone to contact for credibility.
5. KISS (Keep it Stylishly Simple)- a website that is stylish and simplistic in presentation will capture the client's attention faster (See #1 above). However, do not sacrifice content for artistic style.
6. Simple Navigation- navigating the site should be easy and almost intuitive to browse, so the client can locate the information they need as quickly as they can.
7. Design for Indexing- most potential clients will only scan the top portion of the site. This is where your key indexes should be located to send them further into the site to get the information they need.
8. Remain Consistent- ensure the site is consistent in design and style, keeping colors and presentation the same as the client indexes through search for their information.
9. Content is King- your website must convey the message you want to provide your potential clients, whether it is in the exchange of information or presentation of service.

GOING FROM GOOD TO GREAT

Seven Common Traits of Leaders Who Have Failed Spectacularly

The following seven common traits of corporate leaders are presented in ascending order of commonality with one being the least common and seven the most common traits

1. The leaders get rid of everyone not in total agreement with them.

They feel that anyone not 100% behind their cause should be eliminated from authority or responsibility. Their success is based on subordinate loyalty to their vision. These leaders then cut themselves off from any chance of seeing potential problems and the opportunity to correct the problem while it is controllable. These leaders surround themselves with 'empty suits' that are in total agreement with the leader, but fail to see trouble ahead. Failures in these cases are slow and painful, while being obvious to everyone outside watching the company fall apart.

2. The leaders see themselves and their companies as totally controlling their business environment.

They overestimate their ability to personally control events, and underestimate the role of other people or circumstances in success. They also tend to believe that their success in one area is an automatic assurance to success in another. A sense that the client, customer, or consumer should feel lucky to use the provided service or product is usually evident, so development and marketing plans to meet customer needs is usually missing. Failure is inevitable with this type of leadership thinking.

3. The leaders believe that their personal interests are usually the company's best interests.

They often use the company to carry out personal ambition, often with no sense of proportion or restraint. They tend to take big risks, because if it is good for them, it is good for the company. Failures in these cases are spectacular.

4. The leaders think they have all the answers.

They often make decisions so fast without input or feedback from others that they fail to see potential problem areas, and business threatening ramifications. While they feel they have all the answers, they leave no means to learn more (and likely better) answers. Instead of taking the time to research a problem or seek outside opinions, these leaders enjoy openly demonstrating their ability for quick decisions and snap judgments. These leaders see the potential for success in their instinct and judgment, but not in the facts of the matter. A failure in these cases only a matter of time as subordinates leave the company, because they are not able to provide any input.

5. The leaders become obsessed with the company image.

They feel that marketing the image is more important than the product or service. Although, their persona inspires confidence, the leader's management efforts become shallow. These leaders spend more time on public relations, than on monitoring operations or production. The management becomes so ineffective; there is often only an effort for an appearance of accomplishment. Failures in these cases are usually a surprise to many, until leaders less interested in public image later review the management practice.

6. The leaders fail to see innovative options to promote success.

They feel that what has worked well in the past is the only option available for making things work in the future. These leaders rely totally on the tried and true, failing to evaluate the current business environment to see if innovation and creativity may be necessary. They rely on those inspired moments from their past to making things work in an ever changing market and technical environment. They will be inclined to assume that which worked well in the past, will work equally well in the future. Failures in these cases are slow, usually with the leaders saying to all who will listen that it worked last time, right up to the moment of critical failure.

7. The leaders underestimate the difficulty in achieving their visions.

They feel that the path between two points is always a straight line, with few mid-course corrections around obstacles in their way. These leaders become so entranced with their vision, they overlook the potential for difficulty. Their answer will be to push the problem aside or push even harder through the obstacle, with unknown consequences coming out from the other side. These leaders feel they have to be right in every decision, or it will appear they are not up for the job. Failures in these cases are confusing, as the company appears to not only be heading for a crash into a wall, but also picking up speed to do it.

Leaders who fall into three or more of the above are showing traits of leaders who have failed spectacularly in corporate business ventures. For leaders of smaller enterprises as seen in the Air

Force Auxiliary, most failures may not be as spectacular as those in business. But, it may be important to ensure success that any number of these seven traits should be avoided.

DID YOU KNOW?

Contact Lens Wearers Beware

A recent study indicates there is a parasitic amoeba that causes eye infections can contaminate your contact lens case. It was found that most current lens-disinfectant solutions against that amoeba are ineffective and this 'germ' generally survives the process. In emergency services, with the amount of dry air of an aircraft in flight, the wilderness conditions of a ground team, and the less than aseptic conditions of some mission bases have a tendency to cause eye irritation and the potential for infection. For those who wear glasses and/contact lens, it is recommended you periodically give your eyes a rinse with 'eye drops' to avoid that eye irritation. For contact lens wearers, it is also recommended you routinely disinfect your lens case by an over night treatment with hydrogen peroxide or better yet, place the case in boiling water for 10 minutes once a month. Do not give those pesky amoebas a chance to thrive.

CHECK IT OUT!

The ARC has made a very good downloadable 'word document' format of disaster relief emergency preparedness plans for most man-made or natural disasters. There is no course to study for with a test to take, but the information provided will be helpful to prepare you, your family, and your unit for disaster planning.

<http://www.redcross.org/services/disaster/keepsafe/>

or <http://www.redcross.org/services/disaster/beprepared>

'American Red Cross Disaster Services'

Words of Wisdom- Coffee Cup Leadership Advice from the Military Pros

Get your mind properly focused on your crew and your mission before you go flying.

The more you sweat in training, the less you bleed in battle.

Learn the rules so you know how to break them properly.

Shooting your carbine off your horse's back is fine. Shooting over the horse's head will be a lesson you won't soon forget. (from an old U.S. Cavalry saying)

FAMOUS QUOTES

You've never been lost until you've been lost at Mach 3. (Test Pilot Paul F. Crickmore)

SUBMISSIONS

Queries, suggestions, and news items are welcome. Please submit to the following addresses:

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The next issue of the 'Emergency Services Hawk' will be sent out on or about 15-Apr-2005. Please have information you would like to be considered in that issue to my attention no later than 01-Apr-2005.